

February 27, 2002

Michael Eisner  
Chairman & Chief Executive Officer  
The Walt Disney Company  
500 South Buena Vista Street  
Burbank, CA 91521

Sumner Redstone  
Chairman & Chief Executive Officer  
Viacom  
1515 Broadway  
New York, NY 10036

Jean-Marie Messier  
Chairman & Chief Executive Officer  
Vivendi Universal  
375 Park Avenue  
New York, NY 10152-0192

Gerald M. Levin  
Chief Executive Officer  
AOL Time Warner  
75 Rockefeller Plaza  
New York, NY 10019

Alex Yemenidjian  
Chairman & Chief Executive Officer  
Metro-Goldwyn-Mayer, Inc.  
2500 Broadway Street  
Santa Monica, CA 90404

John Calley  
Chairman & Chief Executive Officer  
Sony Pictures Entertainment  
10202 W. Washington Boulevard  
Culver City, CA 90232

K. Rupert Murdoch  
Chairman & Chief Executive Officer  
News Corporation  
1211 Avenue of Americas, 3<sup>rd</sup> Floor  
New York, NY 10036

Dear Sirs:

We write to you to urge inter-industry cooperation to ensure that digital content can be distributed to consumers efficiently through a variety of means. Each of our companies is in the business of developing the hardware and software that will make e-commerce thrive. Constant access to information, through comprehensive broadband deployment and availability, we expect will in time be widely available. It is clear that your companies' entertainment products will form an important part

of a thriving on-line economy. Digital television is also an important development, and we expect it will soon become widely available.

Business models are only beginning to be developed for supplying consumers' on-demand entertainment. We recognize the critical importance of effective anti-piracy tools in this changing market environment, and that the absence of such tools may affect the development of new product offerings. To address this concern, our companies have worked diligently, voluntarily and cooperatively with producers of entertainment content, as well as consumer electronics companies, to develop systems that will foster the legitimate distribution of digital content. The Copy Protection Technology Working Group (CPTWG) and the Moving Picture Experts Group (MPEG) have been highly productive fora for developing consensus among the many disparate businesses that must work together to build a robust infrastructure for the secure dissemination of digital content. We have found these voluntary multi-industry standards setting efforts to be optimally effective in reaching workable market solutions.

For instance, these voluntary groups have successfully formed consensus on key technologies, making it possible to distribute movies in protected environments such as in DVD format, and developing effective technologies for protecting content distributed over cable and satellite. An inter-industry group is now working diligently within CPTWG to develop a consensus on a means to limit the unlawful redistribution of digital content delivered through unprotected over-the-air broadcast channels. This task force (the Broadcast Protection Discussion Group, or BPDG) is working to identify the workable technical and business solutions.

The information technology industry is committed to doing its part in the shared multi-industry development and deployment of effective solutions for the protection of digital content through a variety of distribution channels and an array of settings. We understand this will be an ongoing undertaking, requiring responses as distribution methods and technology evolve and progress. Our goal is to work with you in a consensus-based and cooperative fashion. We urge you to work with us to find technically feasible, cost effective solutions.

We look forward to a fruitful collaboration to achieve our common goal of providing consumers with new and exciting digital entertainment products.

Sincerely,



Michael D. Capellas  
Chairman and CEO  
Compaq Computer Corporation



Steven A. Ballmer  
CEO  
Microsoft Corporation



Michael S. Dell  
Chairman of the Board and CEO  
Dell



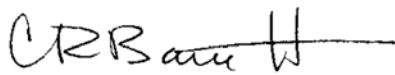
Christopher B. Galvin  
Chairman of the Board and CEO  
Motorola



Louis V. Gerstner, Jr.  
Chairman of the Board and CEO  
IBM Corporation



John S. Chen  
Chairman, CEO and President  
Sybase, Inc.



Craig Barrett  
Chief Executive Officer  
Intel Corporation



Lawrence A. Weinbach  
Chairman of the Board and CEO  
Unisys Corporation



Steve Bennett  
President and CEO  
Intuit Inc.

Cc: Jack Valenti